

# **Tips for Effective Project Implementation:**

## **Suggestions from Challenge I Counties\***

### **Alameda**

- a.) Expect frustrations because it is a struggle and it takes a lot of explaining at all levels as to where you want to go, why, and how to get there.
- b.) The planning period and a pilot class are very important because it gives the project learning time and an opportunity to adjust the model to be implemented. In fact, the model keeps expanding as the needs arise.

### **Contra Costa**

- a.) Keep lines of communication open between evaluators and probation program people.
- b.) Clearly define your role with school administrators.
- c.) Keep open mind, be flexible, and don't be everything to everybody.
- d.) Work with parents.

### **Humboldt**

- a.) Make sure you do your ground work for collaboration - you've got to build it, because it's traditionally not there, and just saying that it's there doesn't make it.
- b.) Staff need to experience empowerment in order to use it, and this is in addition to training people as well as giving them directions that this way of working is acceptable.

### **Orange**

Recognize that you are often defining the program as you are defining physical space because time doesn't always permit a complete planning process to be completed before the realities of the grant implementation schedule begin.

### **Sacramento**

- a) Obtain a good facility, which allows for easy access between staff and minors. By having a clean and safe facility, vandalism and associated problems can be avoided.
- b) Maintain weekly meetings, including all staff, so that communication can remain open.

### **San Bernardino**

Have sufficient number of supervisorial staff to assist in day-to-day management issues.

### **San Diego**

- a) Ensure "buy-in" by all agencies and persons having impact on the program.
- b) Obtain a planning program from treatment service providers.
- c) Hire an analyst type position to assist in completion and monitoring of contracts and fiscal issues.

### **San Francisco**

- a.) Capture as many people as possible in the ownership or buy-in process.
- b.) Encourage more training among all disciplines involved to allow a more effective sharing among professionals.
- c.) Don't underestimate the difficulties associated with change.

### **San Joaquin**

- a) Conduct a needs assessment with the community and referral sources.
- b) Hire staff who are motivated and have bought into the program.

- c) Work on the whole family, not just the problems of the referred minor.
- d) Make solid links with law enforcement and other referring agencies.

### **Santa Barbara**

- a) Include a social worker to assist in team mediation (truancy).
- b) Provide additional support staff for probation officer to permit more field work (family caseload).
- c) A separate location for the Aftercare day report and transition school should be established to permit program expansion.

### **Santa Clara**

- a.) Expose everyone at all levels of project to values and principles to be followed, develop the groundwork, and then deliver.
- b.) Start RFP process immediately so that CBOs get involved much sooner.
- c.) Be realistic that it really takes a year to get going before you can effectively deal with youth.
- d.) Take the time to know how to inspire folks to be reflective about their community.
- e.) Give victims the **opportunity** (don't require them) to be involved through contacting victim outreach groups and educating victims as to why they may want to be involved - and maybe create a "built-in" victim representative for each Neighborhood Accountability Board (NAB) by surveying NAB volunteers to determine who has been a victim and determine if they would be willing to play that role for the NAB.

### **Stanislaus**

- a) Incorporate less formal counseling and develop more hands-on activities.
- b) Avoid side-by-side programs such as Targeted Truancy, Healthy Start, PAL, et. which are very similar in program services, evaluation requirements and addresses the needs of the same client pool.

### **Tehama**

Plan carefully and communicate constantly with agency partners.

### **Ventura**

Spend time developing a shared vision with partner agencies.

**\* Comments offered here were made by county representatives as part of the 1998 annual monitoring site visit performed by the Board of Corrections (BOC). It should be noted that many of the statements are relevant to a specific type of project being implemented by that county. Comments are in response to the question, "To date what suggestions, if any, would you make to someone wanting to replicate your program?"**